

ARLINGTON FINANCE COMMITTEE  
MINUTES OF MEETING  
TOWN HALL HEARING ROOM  
3/3/14

ATTENDEES:

Deyst*	White*	Caccavaro*	Kellar*	McKenna*
DeCoursey*	Connors*	Simmons	Gibian*	
Tosti*	Foskett*	Bayer*	Ronan	
Kardon	Beck*	Jones*	Deshler*	
Franclemont*	Howard*	Fanning*	Carman*	Turkall*

\* Indicates present

VISITORS: Assessor Mary Winstanley O'Connor, Director Of Assessments John Speidel, Capital Planning Committee Members Paul Olsen, Mike Bouton, Barbara Thornton, Diane Johnson, Tony Lionetta, Brian Rehrig

MINUTES of 2/26/14 approved as printed. Unanimous

ART 29 REVALUATION: Winstanley-O'Connor requested \$10k. The assessors are planning to spread out the cost of full reassessments in future years. She answered several questions. VOTED to table until the Finances SubCom reports.. Unanimous

ART 30 CAPITAL PLAN: Foskett (CPC Chair) introduced the CPC members. Using a handout (Ref 1), he and the other CPC members walked the FinCom through it.

Foskett reviewed the organization and function of the CPC. Bouton reviewed recently completed capital projects and other capital projects that are in process. He described how the Capital Plan is reconciled to the 5 year plan and the 5% guideline. Rehrig reported on police & fire capital projects. The building envelope will soon be water tight. Because of the long delays in this phase, the remaining 3 phases will all be done at once. Other projects will be delayed as necessary. In addition to standard police items, the plan includes acquisition and training of a new K-9 dog. The cost of several fire dept items will be offset by grants. Construction of the central fire station will begin.

Thornton reported that the Maintenance Committee is meeting and gathering baseline data & formulating a policy. She encouraged FinCom members to support the Master Plan development. She reported that the rink needs \$1m for the locker room & Zamboni. This is too much to be covered by fees. There was a discussion of whether the Town should invest this much in a State-owned building. Bouton reviewed profit & loss on 6 Town owned rental buildings noting P>L for the last 3 yrs.. Mt Gilboa is vacant. The Chair suggested asking a RE professional to get the building rented. Thornton said the library is moving toward RFID for inventory control and use of library facilities for rentable shared work spaces (makerspaces). She listed needs for Whittemore Robbins house (maintenance), the food pantry (more space) and the senior center (younger seniors). Olsen reviewed recreation & DPW projects. He discussed the \$2m water meter replacement program. Lionetta reported that Thompson School was rebuilt on time & under budget. He said Stratton School may require \$1.25m to bring it on par with the other schools. He reviewed MM Tech and the range of possibilities. AHS needs new computers to meet new standards. AHS also needs renovation. Planning has begun. This may not be doable within the non-exempt capital plan. Symmes revenue is covering debt service. Ref 1 contains the 5 yr capital plan and the recommended votes. VOTED \$17,827,405 capital expenditure as detailed on P 36 Ref 1. Unanimous. ART 31 VOTED to rescind \$10,125,00 of prior debt votes as detailed on P 33 Ref 1. Unanimous.

ART 26 COLLECTIVE BARGAINING: The Chair reported that this will be covered in the Special Town Meeting. VOTED no action. Unanimous.

ART 35 COMMITTEES & COMMISSIONS: VOTED same appropriations as last year except for previously voted ATED \$1775, TAC \$15000 and Vision 2020 \$3000 for a total of \$22,535. Unanimous

RESERVE FUND: \$664,414:.

COMMITTEE:

Peter Howard 3/4/14 Revised 3/5/14

cc FinCom Members, Town Web Site

Ref 1 Capital Budget FY 2015

# Capital Planning Committee Capital Budget FY 2014 Capital Plan FY2015 - FY2019

A Presentation To  
The Arlington Finance Committee  
March 3, 2014



# Capital Planning Committee Attendees

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- Mike Bouton for Andrew Flanagan
- Charlie Foscett
- Diane Johnson
- Tony Lionetta
- Paul Olsen
- Brian Rehrig
- Barbara Thornton

# Agenda

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- Committee Members
- Organization
- Program Accomplishments
- Budget Summary
- Significant Issues
- Recommended Budget and Actions

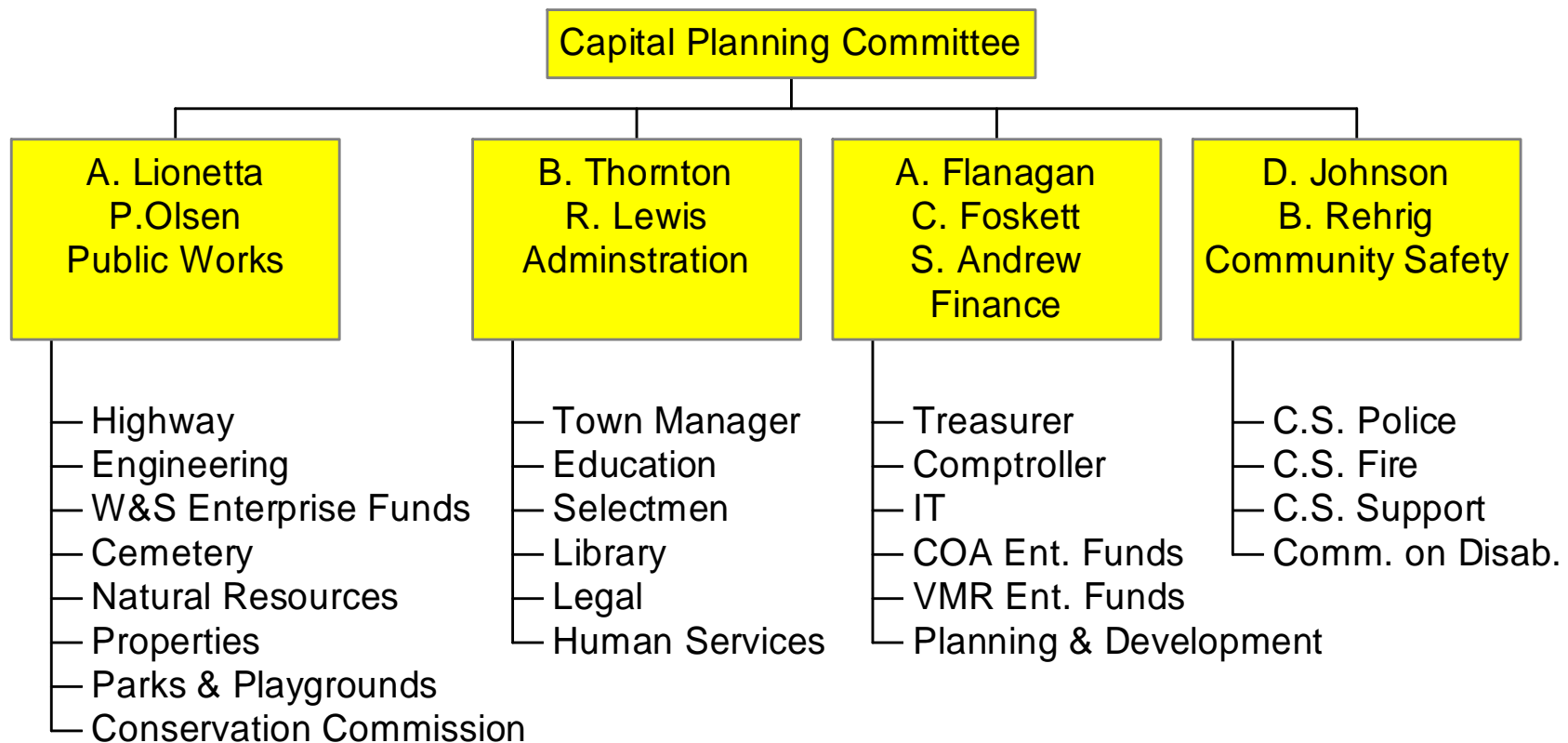
# Committee Membership

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- Steve Andrew - Citizen Appointee
- Charlie Foskett - Chairman, FinCom Designee
- Andrew Flanagan – Deputy Town Manager
- Paul Olsen – Treasurer Designee
- Diane Johnson - School Department Designee
- Ruth Lewis - Comptroller
- Anthony Lionetta – Secretary, Citizen Appointee
- Brian Rehrig – Vice Chairman, Citizen Appointee
- Barbara Thornton - Citizen Appointee

# Committee Organization 2013-2014

## Capital Planning Committee Organization



# Discussion: Budgets and Issues

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- Capital Planning
  - Rationale, policy and practice
  - Five Year Plan
- Comparisons
  - Five Year Plan versus FinCom guidelines
  - Plan “Reserves”
- Major Issues
- Budget and Plan Detail



# Why Capital Planning

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- Capital Planning sets and meets long-range expectations for current and future capital expenditures.
- Capital Planning sets and meets expectations for Town executives and management, the Finance Committee, Town Meeting and citizens.
- Successful Capital Planning reduces or eliminates uncertainty in the acquisition of capital assets.
- Successful Capital Planning facilitates postponing some capital expenditures in favor of others as part of the planning process.
- Successful Capital Planning gives Town Meeting and voters comfort while spending large sums of taxpayers' money.

# Arlington Capital Planning Practice

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- Plan Five Years out with rolling request plan.
- Adjust non-exempt spending to within 5% of revenue budget.
- Attempt to *forecast future* budgets to effectively plan capital expenditures.
- We have twenty-eight years of *successful* capital planning, within budget.
- The requests from Town and School side are made with their knowledge of operating pressures.
- CPC strongly recommends sticking with FinCom 5% guideline policy.

# Program Progress

- **Some recent realized benefits from Capital Plan Projects:**

- Completed Street Light Conversion
- Replaced the Library roofs on the 1892 and 1931 buildings.
- Repaired/Reconstructed Town Garden Wall
- Various Roadways and Sidewalks
- Water Improvements
- Sewer Improvements
- Completed reconstruction of the Thompson School
- Completed design and construction of Florence Avenue Playground

- **Capital Projects in process**

- Final stages of Phase 2 of the Community Safety Building Project
- Ongoing Water Improvements
- Ongoing Sewer Improvements
- Ongoing Roadway and Sidewalk Improvements
- Various Public Works Rolling Stock
- Design phase of Central Fire Station Renovation Project
- 2 year Long-Range Master Planning Process underway
- Initial stages of reconstruction of North Union Spray Park and Hibbert playground
- CPC helping Master Plan Process

# Reconciliation to Town Five Year Plan

Year	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
<b>Total Town Budget</b>	\$136,273,012	\$138,491,523	\$144,636,473	\$150,234,181	\$150,234,181
Adjust for Water Sewer	(\$5,593,112)	(\$5,593,112)	(\$5,593,112)	(\$5,593,112)	(\$5,593,112)
Adjust for Exempt Debt Service	(\$2,771,358)	(\$2,635,325)	(\$2,524,722)	(\$2,424,741)	(\$1,396,516)
Adjust for Free Cash Reserve					
Adjust for Enterprise Funds	(\$1,993,929)	(\$2,063,717)	(\$2,135,947)	(\$2,210,705)	(\$288,079)
<b>Adjusted Total Town Budget</b>	\$125,914,613	\$128,199,369	\$134,382,692	\$140,005,623	\$142,956,474

- As of 3/3/14 – note that the Five Year Plan is a dynamic document

# Five Year Plan and FinCom Guidelines

Fiscal Year	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Prior Non-Exempt Debt	5,628,578	4,950,769	4,515,115	3,242,221	2,639,659	20,976,341
Cash	\$1,554,300	\$1,369,400	\$1,407,525	\$1,250,963	\$1,389,577	\$6,971,765
New Non-Exempt Debt Service	\$170,114	\$1,379,046	\$2,375,991	\$2,865,768	\$3,448,115	\$10,239,034
Water Sewer Bonds						
Total Non-Exempt Tax Burden	\$7,352,992	\$7,699,214	\$8,298,631	\$7,358,952	\$7,477,350	\$38,187,140
Adjust for Rink Enterprise Funds	(\$83,000)	(\$83,000)	(\$83,000)	(\$83,000)	(\$83,000)	(\$415,000)
Adjust for Ambulance Revolving	(\$47,600)	(\$47,600)	(\$47,600)	(\$47,600)	(\$47,600)	(\$238,000)
Adjust for Roadway Reconstruction O/R 2011	(\$420,250)	(\$430,756)	(\$441,525)	(\$452,563)	(\$463,877)	(\$2,208,972)
Capital Carry Forward	(\$50,000)	(\$100,000)	(\$100,000)			(\$250,000)
Antenae Funds	(\$25,000)	(\$192,000)	(\$200,000)			(\$417,000)
Adjust for Ottoson	(\$436,717)	(\$436,717)	(\$436,717)			(\$1,310,151)
Net Non-Exempt Plan	\$6,290,425	\$6,409,141	\$6,989,789	\$6,775,789	\$6,882,873	\$33,348,017
Pro Forma Budget	\$125,914,613	\$128,199,369	\$134,382,692	\$140,005,623	\$142,956,474	\$671,458,771
Budget For Plan at 5%	\$6,295,731	\$6,409,968	\$6,719,135	\$7,000,281	\$7,147,824	\$31,986,152
Plan as % of Revenues	5.00%	5.00%	5.20%	4.84%	4.81%	4.97%
Variance From Budget	\$5,306	\$828	(\$270,655)	\$224,492	\$264,951	\$224,922

# Major Issues

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- Community Safety – Police
  - Project over budget
  - Compress phasing
- Central Fire Station – New HQ
- Thompson School Project Update
- School Department Teacher Computers
- Planning for Building Projects
  - Stratton renovation to parity
  - High School
  - Minuteman

# Community Safety Building Renovation

- Renovation originally planned as a Five-Phase project:
  - I Plaza renovation (*completed 2011*)
  - II Building Envelope (*in process*)
  - III Interview Area, Cellblock and Building Systems
  - IV Interior 2nd Floor offices
  - V Community Room and Administrative Offices
- Building Envelope phase nearing Substantial Completion in early March.
- Completion delayed by nearly a year due to unforeseen and challenging conditions despite extensive pre-contract forensic evaluations.
- PTBC and Ammondson Architects continue to do an excellent job managing a very difficult project.
- Phases III through V to be consolidated, budgeted at \$373,505 design and engineering in FY2015 and \$6,381,611 construction in FY2016.
- Consolidation will present logistical challenges and some associated costs, but will save on:
  - Cost inflation of phases IV and V if further delayed;
  - Separate contractor mobilization costs for those subsequent phases; and
  - Repeated disruption to Police Department personnel and operations.

# Community Safety – Police



- Ongoing renewal of cruiser fleet in three-year cycle.
- Consistent replacement program for LIDAR/RADAR units and body armor.
- Acquisition and training of new K-9 animal, including certification in both patrol and narcotics.
- Next phase of Community Safety Building renovation.



# Community Safety – Fire

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- Acquired new ambulance per FY2014 plan, and replaced two department vehicles with combination of MEMA funding and savings achieved on acquisition of FY2013 pumper.
- Continuing program of staggered replacement of self-contained breathing apparatus and protective gear. Funding needs reduced for FY2015 and eliminated for FY2016 due to \$168,000 FEMA grant.
- Next phase of Central Station renovation.

# Central Station Renovation

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- Central Fire Station interior renovation budgeted at \$450,000 for design/engineering in FY 2014 and \$6,050,000 for construction in FY 2015. Costs have risen
- Major drivers of increases are escalating costs in HVAC and electrical trades, and need for additional weight-bearing concrete slab restoration.
- Seismic reinforcement not required by revised Mass building code.
- Bid process March-April, to be awarded at end of 2014 Annual Town Meeting

# Maintenance Committee Update

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- The Maintenance Committee was created by the Board of Selectmen in FY2012 after over 8 years of discussion.
- Since that time Maintenance Committee members have been selected and the Committee has met 4 times
- Goal for April 2014 Town Meeting:
  - Compile baseline data on Town owned facilities
  - Formulate a Maintenance Policy
- Maintenance Policy:
  - Identify Goals and Tasks
  - Address long term planning for upkeep of facilities, preventative maintenance
  - Address shorter term scheduling and work orders management
  - Select software to guide implementation

# Planning & Community Development

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## Review Ongoing Projects

- Long Range Master Plan
  - Preliminary community discussion meetings and data gathering phase is done.
  - Planner and Architect are presenting findings and recommendations in sections. Land Use was first, Public Services & Facilities is Wednesday.
  - CPC has designated Barbara Thornton to track and report
- Parking Study for Arlington Center

## FY 15 Proposed Projects

- Ongoing building improvements to the Town's rental properties.

## FY 2016 Rink Plan

- Rink Locker Room & Zamboni
- Policy issue on debt

# Town Owned Buildings

- Town owns and operates 8 buildings as rental properties
- Urban Renewal Fund – consists of 3 buildings \*Current Fund Balance \$278,778.50
  - Central School – Various leases
  - 23 Maple Street – Tenant-at-will
  - Jefferson Cutter House – No lease
- Gibbs School – New 3-year lease begins July 1, 2014 \*Includes Tenant Capital Contribution
- Parmenter School – New 5-year lease begins July 1, 2014 \*Includes Tenant Capital Contribution
- Dallin Library – Current lease expires June 30, 2016
- Ryder Street – Current lease expires June 30, 2015
- Mt. Gilboa House – Vacant
- All buildings projected to show positive cash flow

Town Owned Buildings Profit/Loss and Revenue (2013 Only)					
	FY2011 P/L	FY2012 P/L	FY2013 Revenue	FY2013 P/L	FY2014 (YTD) P/L
Urban Renewal	\$35,537	\$85,840	\$318,274	\$17,633	\$11,260
Gibbs School	\$71,092	\$132,281	\$289,327	\$94,748	(\$31,416)
Parmenter School	\$176,101	\$141,523	\$297,093	\$162,651	\$87,531
Dallin Library	\$45,116	\$45,116	\$45,116	\$45,116	\$30,077
Ryder Street	\$93,283	\$112,004	\$122,387	\$122,387	\$58,260
Mt. Gilboa	\$17,924	\$17,393	\$8,400	\$6,702	(\$515)

# Library



## RFID

- Fox Library Demo - Free; \$50K Value
- Add to Main Library – Respond to MLN & Multiplier Effect

## “Makers” Space:

- Library offers collaborative spaces and rentable resources
- Attracts Techies, Self-publishers, Artists, etc.
- Strategic planning for revised space utilization

## Capital Needs Long Term Evaluation Needed (Town wide):

- Onsite Insight Report
- Report is dated, needs updating

# Health & Human Services

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- Whittemore Robbins House, etc. Renovations Exceed Scope of HHS Staff – Interdepartmental Help Needed (see Maintenance)
- Arlington “food desert” needs expanded Food Pantry
  - Current site lacks handicapped access and refrigerated storage
  - Undersupplied by 80,000 meals per year
  - All volunteer staff, All funds raised privately
  - Needs 2k 2f
  - Gets 400 people / month now
- Senior Center Needs Space Utilization Study
  - Attracting younger “seniors”

# Parks & Recreation

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## Review Prior Year Projects

- ADA Evaluation/Playground Safety Inspection (37 sites) – Awarded to Institute of Human Design, 4 – 6 months to complete.
- Florence Avenue Playground - 95% complete
- North Union Spray Pool – Design completed, Being advertised, Goal is for completion by July 1 .
- Hibbert Street Playground – Design Completed, Being advertised.

## This Year's Projects

- Spy Pond Tennis Courts (\$467,500)
- Magnolia Field Basketball Court (\$75,000)
- Request for \$50k to start implementing recommendations of the ADA Study.



# Public Works

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## Review Prior Year Items

- High School Culvert Completed
- Cemetery Water System Improvements Bid (as of the fall)
- Cemetery Expansion, \$20k from 2007 - No Action Taken

## This Year's Requests

- Sidewalk Ramp Program continues
- Still pursuing FEMA Grant for Mill Brook flooding, 25% Town Match required (\$100k FY14, \$125k FY15, \$300k FY16 )
- Town Yard Reno ( \$700k FY 2017 Design & \$8M in FY2019)
- Incremental Town Hall Reno (\$100k FY2016- 2019) + 7 more yrs.

## Enterprise Rates Re-structured – Study Done

- Meter Replacement Program - \$2M

# Thompson School: A Model



- Seven+ years in Planning
- Utilized remainder of voter endorsed 2000 Rebuild Debt Exclusion
- Sale of Town asset
- Non-exempt capital budget
- CPC and FinCom oversight
- School & Town teamwork
- Fiscal constraint

# Thompson School Status

- Some Punch List Items Remain to be done.
- Contractor is actively addressing punch list items.
  - Most Items to be completed by March, June for others.
  - \$130k is being retained as security.
- Final Construction Cost  
\$15,130,244
  - Bid @ \$14,657,000
  - CO's @ \$ 473,244 or **3.2 %**
- No Outstanding Construction Issues other than punch List.
- Balances on Contingency Funds
  - Construction \$ 157,314
  - Owner's \$ 252,248
  - **Total \$ 409,562**



# Stratton School Initiative



## Defining Direction

Stratton is the final step in the Elementary School Rebuild Program committed to voters in 2000

- Working Committee Established (parents, educators, Town officials)
- Definition of Need > “Parity”
- Skelton of Funding Plan
  - \$1,250,000 from proposed borrowing
  - \$ 400,000 from Thompson
  - Sale of Town assets
  - MSBA Status >> Questionable
- Schedule > Define action by next CPC process

# Minuteman High School

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- OPM – Skanska (12/12) , Design Team – Kaestle Boos (5/13)
- Key criterion > student population 435 vs. 800
- 435 represents 16 In-District Communities
- Alternatives range from \$54M to \$160M (Arlington currently in for about 15 to 30%, depending upon MSBA contributions)
- Based MSBA request, Vote taken for no more than 800
- Revised Regional Agreement voted by School Committee
- Schedule
  - Communities approve Revised Agreement, Mar-June 2014
  - Submit Prel. Schematic Report, August 2014
  - Final Schematic Design Completed, Sept 2015
  - Member Communities Vote on project, Mar – June 2016
  - Final Design follows

# School Computer Acquisitions

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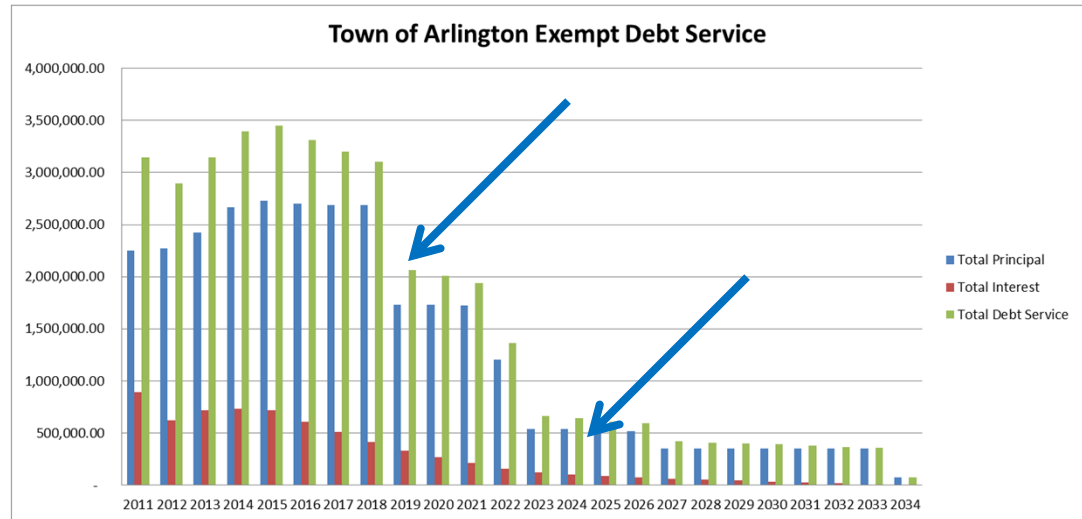
- 280 of 500 teacher computers unable to perform key elements of their job
  - Cannot fully access Baseline Edge, the software used for mandatory teacher evaluation and student achievement data analytics
  - Limited access to Powerschool for recording grades and attendance
- Proposed funding will allow all replacement for all substandard teacher computers
- Student familiarity with technology required for upcoming PARCC testing (which will replace MCAS next year)
- Proposed funding will allow for one iPad cart for each two classrooms throughout all elementary schools
  - Thompson excepted, already 1 to 1 computer access for students

# Arlington High School

- 1993 Strekalovsky and Hoit study called for renovation of High School after 2000
- Last renovation completed in 1983
- Onsite/Insight Study identified \$35 million of infrastructure issues
- Fundamental questions of facilities use (e.g. administration)
- Impact of growing student population
- Academic accreditation threatened
- School department preparing a statement of interest for MSBA
- Infrastructure and programmatic changes could exceed \$100 million or more
- Competing projects: Stratton, Minuteman, Fire Station, DPW, 2019 override

# Funding AHS

- Taxing capacity is limited
- What is taxing capacity:
  - High School
  - Minuteman
  - 2019 O/R
- Two inflection points in exempt debt – 2019 and 2013
- What will MSBA reimbursement be?
- How will Arlington fare with MSBA?
- School Department plans to submit a Statement of Interest to the MSBA this year
- How do we handle students during renovation?
- Stratton non-exempt funding
- Where does administration go?



Capacity 2023	
Payment	\$3,000,000
Interest	3%
Years	30
Capacity	\$58,801,324
Demand	
Project	\$120,000,000
MSBA %	50%
Amount	\$60,000,000
Years	30
Annual Interest	3%
Debt Service	\$3,061,156



# Symmes Status

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- 7 Townhouses currently under agreement
- 37% of rental units have been leased
- Rental Units are currently available
- FY 2014 tax revenue
  - Arlington 360/Symmes - \$777,011
  - Brightview Assisted Living – \$112,751
  - Total FY 2014 Tax Revenue - \$889,762
- Bond Retirement – FY 2022
  - FY 2015 Debt Service - \$677,750

# Big Issues to Ponder

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- Selling Town Owned Buildings to Fund Renovation of Other Buildings
- Financing Stratton
- AHS Renovation/ New Construction
- Financing Minuteman Renovation/New Construction
- Relationship with Minuteman Tech

# Rescinding Prior Debt Votes

Motion: VOTED: That the Town hereby votes to rescind \$10,125,000 in the following amounts that have been authorized to be borrowed, but which are no longer needed for the purposes for which they were initially approved:

Unissued Amount	Date of Approval	Warrant Article	Original Purpose	Comment
\$10,000,000	4/27/2009	6	Fire Station remodeling	Rescind, for Federal Grant ARA only
\$ 125,000	6/15/2009	42	Fire Radio System Upgrade	Rescind, Not required done by other means

# Five Year Plan and FinCom Guidelines

Fiscal Year	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Prior Non-Exempt Debt	5,628,578	4,950,769	4,515,115	3,242,221	2,639,659	20,976,341
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Variance From Budget	\$5,306	\$828	(\$270,655)	\$224,492	\$264,951	\$224,922

# Attachments



- FY 2015 Capital Budget
- FY 2015 - FY 2019 Capital Plan
- Forecast of New Debt Service

# Recommended Vote

- We are asking you to vote the capital expenditure budget as currently presented.

BOND	\$10,593,105
CASH	\$1,554,300
OTHER	\$5,680,000
Total	\$17,827,405

- FinCom will have opportunity to review detailed written vote and any modifications later in process.

FY 2015		Expenditures
By Funding Source		
Cash		\$1,554,300
Bond		\$10,593,105
Other		\$5,680,000
Total		\$17,827,405
Calculation of Net Appropriation of Article		
FY 2015		Capital and Debt Service
Prior Years Non-exempt Debt Service		
Principal		\$4,662,050
Interest		\$966,528
Total Prior Non-exempt Debt Service		\$5,628,578
Plus Enterprise Fund Debt Svc. Appropriation		\$220,875
Plus MWRA Loan Payments		\$1,151,303
Net Prior Non-Exempt Debt Service		\$7,000,756
New Non-exempt Debt Service		\$170,114
Less Antenna Funds		(\$25,000)
Less Ed Burns Rink		(\$83,000)
Less Ambulance Revolving Fund		(\$47,600)
Less Capital Carry Forward		(\$50,000)
Current Year Cash Outlay		\$1,554,300
Total Non-exempt Appropriation		\$8,519,570
Exempt Principal		2,183,950
Total Exempt Interest		587,408
Total Exempt Debt Service		\$2,771,358
Less Enterprise Fund Debt Svc. Approp.		(\$220,875)
Less MWRA Loan Payments		(\$1,151,303)
Total Tax Rate Appropriation		\$9,918,750

# Actions Requested of FinCom

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- Vote favorable action on our recommended budget
- Support five year plan
- We understand that the PTBC requires no STM action on Central Fire Station
- Support the Treasurer's Debt Recision Article

# Summary

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- We respectfully ask your support of the Capital Planning Committee budget request.

**Thank you**  
**The Capital Planning Committee**



DEPARTMENT	PROGRAM	EXPENDITURE	2015
BOARD OF SELECTMEN	PHOTOCOPIER PROGRAM	Photocopier lease	\$5,000
<b>BOARD OF SELECTMEN Total</b>			<b>\$5,000</b>
COMMUNITY SAFETY - FIRE SERVICES	DEPARTMENTAL PROJECT	Protective Gear Replacement	\$40,000
	INFRASTRUCTURE IMPROVEMENT	Fire Station - Central	\$6,050,000
<b>COMMUNITY SAFETY - FIRE SERVICES Total</b>			<b>\$6,090,000</b>
COMMUNITY SAFETY - POLICE SERVICES	DEPARTMENTAL PROJECT	Certified Patrol/Narcotic K9	\$10,000
		Laser Radar	\$4,500
		Radio Upgrade/Replacement Program	\$13,000
	EQUIPMENT REPLACEMENT	Automated External Defibrillators	\$16,000
		Bullet Proof Vest Program	\$17,000
		Records Management Server Upgrade	\$15,000
		Security System	\$5,000
	PHOTOCOPIER PROGRAM	Photocopier	\$5,500
	PUBLIC BUILDING MAINTENANCE	C.S. Building Renovations - 5 Year plan	\$373,505
	VEHICLE REPLACEMENT	Vehicle Replacement Program	\$131,000
<b>COMMUNITY SAFETY - POLICE SERVICES Total</b>			<b>\$590,505</b>
COMPTROLLER	DEPARTMENTAL PROJECT	Replace Phone System	\$500,000
<b>COMPTROLLER Total</b>			<b>\$500,000</b>
HEALTH & HUMAN SERVICES	DEPARTMENTAL PROJECT	Design & renovate new Food Pantry Space	\$150,000
		Install card access system Whittemore Robbins Hou	\$3,500
	INFRASTRUCTURE IMPROVEMENT	Whittemore Robbins Carriage House & Garage	\$25,000
		Whittemore Robbins House - Exterior & Interior	\$10,000
		Whittemore Robbins House Window Replacement	\$15,000
		Whittemore, Carriage & Cottage repoint foundatio	\$3,500
	PHOTOCOPIER PROGRAM	AYCC Photocopier	\$2,800
		Photocopier Lease - BOH/COA	\$2,800
<b>HEALTH &amp; HUMAN SERVICES Total</b>			<b>\$212,600</b>
INFORMATION TECHNOLOGY	INFORMATION TECHNOLOGY	Library MLN Equipment	\$19,300
		Library -PC Vend Printing/Photocopier Project	\$5,100
		Replacement Air Conditioning Unit	\$30,000
		SCHOOL - Replacement academic PC's district wide	\$452,000
		School - Software Licensing	\$40,000
		School Dept. Admin Computers	\$40,000
		School Dept-Admin Micro Program	\$40,000
		Software Upgrades & Standardization - Town	\$30,000
		Town Network Infrastructure	\$200,000
		Town-Microcomputer Program	\$60,000
<b>INFORMATION TECHNOLOGY Total</b>			<b>\$916,400</b>
INSPECTIONS	PHOTOCOPIER PROGRAM	Photocopier lease	\$5,000
<b>INSPECTIONS Total</b>			<b>\$5,000</b>
LEGAL/WORKERS' COMPENSATION	PHOTOCOPIER PROGRAM	Photocopier	\$5,000
<b>LEGAL/WORKERS' COMPENSATION Total</b>			<b>\$5,000</b>
LIBRARY	DEPARTMENTAL PROJECT	Evaluation & Replacement Reserve Analysis	\$6,250
		RFID Project - Radio Frequency ID system	\$126,000
	INFORMATION TECHNOLOGY	MLN Computer Project	\$27,200
		PC Vend Printing/Photocopier Project	\$5,100
	PHOTOCOPIER PROGRAM	Photocopier	\$2,800
	PUBLIC BUILDING MAINTENANCE	Exhaust fans	\$5,800
		Repointing - 1992 Addition	\$22,500
<b>LIBRARY Total</b>			<b>\$195,650</b>
PLANNING	DEPARTMENTAL PROJECT	Gateways Improvements	\$40,000
		Senior Center - Assessment & Develop Plans	\$12,000
	INFRASTRUCTURE IMPROVEMENT	BOS - Parmenter Oil Tank Removal	\$15,000
		Broadway Plaza Phase I	\$20,000
	PHOTOCOPIER PROGRAM	Photocopier/Equipment	\$2,500
<b>PLANNING Total</b>			<b>\$89,500</b>
PUBLIC WORKS ADMINISTRATION	DEPARTMENTAL PROJECT	Mall Lights	\$32,000
	PHOTOCOPIER PROGRAM	Photocopier	\$2,000
<b>PUBLIC WORKS ADMINISTRATION Total</b>			<b>\$34,000</b>
PUBLIC WORKS CEMETERY DIVISION	DEPARTMENTAL PROJECT	Headstone Cleaning & Repair	\$10,000
		Columbarium Construction	\$225,000
	ROADS AND PATHS INFRASTRUCTURE	Roadway Improvements	\$230,000
	VEHICLE REPLACEMENT	Backhoe	\$110,000
<b>PUBLIC WORKS CEMETERY DIVISION Total</b>			<b>\$575,000</b>
PUBLIC WORKS ENGINEERING DIVISION	INFRASTRUCTURE IMPROVEMENT	Flood Mitigation Grant FEMA Millbrook	\$125,000
<b>PUBLIC WORKS ENGINEERING DIVISION Total</b>			<b>\$125,000</b>
PUBLIC WORKS HIGHWAY DIVISION	EQUIPMENT REPLACEMENT	1 Ton Dump Truck w/Plow/Sander (2)	\$90,000
		MER - Vehicle Lift	\$50,000
		Sander Body	\$17,000
		Small equipment	\$5,000
		Snow Plow - (1 per 2 yr.)	\$12,000
	ROADS AND PATHS INFRASTRUCTURE	Chapter 90 Roadway	\$500,000

DEPARTMENT	PROGRAM	EXPENDITURE	2015
PUBLIC WORKS HIGHWAY DIVISION	ROADS AND PATHS INFRASTRUCTURE	Install Sidewalk Ramps	\$65,000
		Install Sidewalk Ramps CDBG	\$125,000
		Roadway Reconstruction	\$350,000
		Roadway Reconstruction Override 2011	\$420,250
		Sidewalks and Curbstones	\$50,000
	VEHICLE REPLACEMENT	3/4 Ton Pick-up, 4wd w/Plow (2)	\$80,000
		4WD Truck w/Sander	\$140,000
		Loader 3CY Capacity	\$165,000
PUBLIC WORKS HIGHWAY DIVISION Total			\$2,069,250
PUBLIC WORKS NATURAL RESOURCES DIVISION	EQUIPMENT REPLACEMENT	Mini-Loader (Skid-Steer) w/Sidewalk Plow & Snow E	\$145,000
	VEHICLE REPLACEMENT	1 Ton Utility Truck w/Gate	\$45,000
PUBLIC WORKS NATURAL RESOURCES DIVISION Total			\$190,000
PUBLIC WORKS PROPERTIES DIVISION	VEHICLE REPLACEMENT	Van	\$28,000
PUBLIC WORKS PROPERTIES DIVISION Total			\$28,000
PUBLIC WORKS WATER/SEWER DIVISION	DEPARTMENTAL PROJECT EQUIPMENT REPLACEMENT INFRASTRUCTURE IMPROVEMENT	Water Meter Replacement	\$2,000,000
		Small equipment	\$5,000
		Drainage Rehab-Regulatory Compliance (Ch-308)	\$150,000
		Hydrant replacement program	\$100,000
		Sewer System Rehabilitation	\$1,300,000
	VEHICLE REPLACEMENT	Water System Rehabilitation	\$850,000
		Small Utility Pickup	\$35,000
		PUBLIC WORKS WATER/SEWER DIVISION Total	
RECREATION	PARKS & PLAYGROUNDS	ADA Study Implementation Program	\$50,000
		Feasibility Study	\$10,000
		Magnolia Field Basketball Court Renovation	\$75,000
		Spy Pond Tennis Courts	\$467,500
RECREATION Total			\$602,500
REDEVELOPMENT BOARD	DEPARTMENTAL PROJECT	ARB - Jefferson Cutter House - Bldg Assessment	\$10,000
		ARB - Jefferson Cutter House - Hearth Supports	\$20,000
	INFRASTRUCTURE IMPROVEMENT	ARB - 23 Maple Roof/Gutter Downspout/chimney	\$40,000
		ARB - Central Mechanical/Electrical/Plumbing/Eleva	\$55,000
		ARB - Central School Site Improvements/walkway	\$80,000
		ARB - Jefferson Cutter Exterior Chimney/Trim/Walls	\$10,000
	MAJOR REPAIRS PUBLIC BUILDING MAINTENANCE	ARB - Central Parking Lot Replacement	\$120,000
		ARB - Central School baths, halls, lobby	\$15,000
REDEVELOPMENT BOARD Total			\$350,000
SCHOOLS	EQUIPMENT REPLACEMENT	Custodial/maint. Equip. replacement program	\$5,000
		Ottoson - Light & Stage Equipment & Lockers	\$60,000
		Stratton Furniture & Classroom Improvements	\$15,000
	INFRASTRUCTURE IMPROVEMENT	Hardy School Windows	\$250,000
		Stratton Building Improvements	\$100,000
		AHS Exterior Doors	\$30,000
	MAJOR REPAIRS	Asbestos Abatement - Remove Tiles	\$5,000
		Asbestos abatement High School	\$30,000
		High School - HVAC steam trap replacement	\$10,000
	PHOTOCOPIER PROGRAM	Photocopier Lease Program	\$120,000
		STUDENT TRANSPORTATION	Bus 105 - 8 7-D Tahoe
	Van 110 - 8 passenger 7-D minivan		\$25,000
	Maintenance Service Van		\$40,000
SCHOOLS Total			\$730,000
TOWN MANAGER	PHOTOCOPIER PROGRAM	Photocopier	\$5,000
TOWN MANAGER Total			\$5,000
TREASURER	DEPARTMENTAL PROJECT	Office Security Analysis	\$10,000
	EQUIPMENT REPLACEMENT	Replace 4 Digital Pymt Parking Meters	\$53,000
	PHOTOCOPIER PROGRAM	Photocopier	\$6,000
TREASURER Total			\$69,000
Grand Total			\$17,827,405

Row Labels	2015	2016	2017	2018	2019	Grand Total
<b>BOARD OF SELECTMEN</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>		<b>\$20,000</b>
Photocopier lease	\$5,000	\$5,000	\$5,000	\$5,000		\$20,000
<b>COMMUNITY SAFETY - FIRE SERVICES</b>	<b>\$6,090,000</b>		<b>\$925,000</b>	<b>\$820,000</b>	<b>\$80,000</b>	<b>\$7,915,000</b>
Exercise Equipment & Furniture - Cardio					\$40,000	\$40,000
Fire Station - Central	\$6,050,000					\$6,050,000
Ladder 1 #1009			\$925,000			\$925,000
Protective Gear Replacement	\$40,000					\$40,000
Purchase new Engine/Pump - replace #1007				\$600,000		\$600,000
Purchase new F250 for M1 replacing #1019					\$40,000	\$40,000
Rescue/Ambulance 2008 Ford Osage				\$220,000		\$220,000
<b>COMMUNITY SAFETY - POLICE SERVICES</b>	<b>\$590,505</b>	<b>\$6,685,811</b>	<b>\$182,500</b>	<b>\$179,000</b>	<b>\$230,000</b>	<b>\$7,867,816</b>
ATAC RAIDS Software		\$14,700				\$14,700
Automated External Defibrillators	\$16,000					\$16,000
AVL Automatic Vehicle Location System			\$6,000			\$6,000
Bullet Proof Vest Program	\$17,000	\$17,000	\$15,000	\$17,000	\$17,000	\$83,000
C.S. Building Renovations -5 Year plan	\$373,505	\$6,381,611				\$6,755,116
Certified Patrol/Narcotic K9	\$10,000					\$10,000
Evidence Processing Equipment					\$20,000	\$20,000
Fitness Equipment		\$5,000				\$5,000
Glock Service Weapons					\$30,000	\$30,000
Laser Radar	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$22,500
Photocopier	\$5,500	\$6,000	\$6,000	\$6,500	\$6,500	\$30,500
Radio Upgrade/Replacement Program	\$13,000	\$14,000	\$14,000	\$14,000	\$14,000	\$69,000
Records Management Server Upgrade	\$15,000					\$15,000
Security System	\$5,000	\$6,000	\$6,000	\$6,000	\$7,000	\$30,000
Speed Trailer Replacement		\$15,000				\$15,000
Tablet Personnel Computers		\$63,000				\$63,000
Vehicle Replacement Program	\$131,000	\$159,000	\$131,000	\$131,000	\$131,000	\$683,000
<b>COMPROLLER</b>	<b>\$500,000</b>					<b>\$500,000</b>
Replace Phone System	\$500,000					\$500,000
<b>COUNCIL ON AGING TRANSPORTATION ENTERPRISE FUND</b>			<b>\$11,000</b>			<b>\$11,000</b>
Van Replacement Program			\$11,000			\$11,000
<b>HEALTH &amp; HUMAN SERVICES</b>	<b>\$212,600</b>	<b>\$214,800</b>	<b>\$97,800</b>	<b>\$12,800</b>	<b>\$5,600</b>	<b>\$543,600</b>
AYCC Photocopier	\$2,800	\$2,400	\$2,800		\$2,800	\$10,800
Design & renovate new Food Pantry Space	\$150,000					\$150,000
Install card access system Whittemore Robbins House	\$3,500					\$3,500
Photocopier Lease - BOH/COA	\$2,800	\$2,400		\$2,800	\$2,800	\$10,800
Whittemore Robbins - Basement Waterproofing			\$60,000			\$60,000

Row Labels	2015	2016	2017	2018	2019	Grand Total
Whittemore Robbins Carriage House & Garage	\$25,000	\$50,000	\$25,000			\$100,000
Whittemore Robbins House - Exterior & Interior	\$10,000	\$10,000	\$10,000	\$10,000		\$40,000
Whittemore Robbins House - Kitchen		\$150,000				\$150,000
Whittemore Robbins House Window Replacement	\$15,000					\$15,000
Whittemore, Carriage & Cottage repoint foundations	\$3,500					\$3,500
<b>INFORMATION TECHNOLOGY</b>	<b>\$916,400</b>	<b>\$483,610</b>	<b>\$683,900</b>	<b>\$445,300</b>	<b>\$370,000</b>	<b>\$2,899,210</b>
Building Security Elements		\$20,000	\$20,000			\$40,000
Document Management System		\$25,000				\$25,000
Library MLN Equipment	\$19,300	\$23,510	\$23,800	\$30,200		\$96,810
Library -PC Vend Printing/Photocopier Project	\$5,100	\$5,100	\$5,100	\$5,100		\$20,400
Replacement Air Conditioning Unit	\$30,000					\$30,000
Replacement of Receivable Package			\$200,000			\$200,000
SCHOOL - Replacement academic PC's district wide	\$452,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,252,000
School - Software Licensing	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
School Dept. Admin Computers	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
School Dept-Admin Micro Program	\$40,000	\$40,000	\$40,000	\$40,000		\$160,000
Software Upgrades & Standardization - Town	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
Town Network Infrastructure	\$200,000		\$25,000			\$225,000
Town-Microcomputer Program	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
<b>INSPECTIONS</b>	<b>\$5,000</b>	<b>\$30,000</b>	<b>\$5,000</b>			<b>\$40,000</b>
Photocopier lease	\$5,000	\$5,000	\$5,000			\$15,000
Vehicle - Plumbing		\$25,000				\$25,000
<b>LEGAL/WORKERS' COMPENSATION</b>	<b>\$5,000</b>		<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$20,000</b>
Photocopier	\$5,000		\$5,000	\$5,000	\$5,000	\$20,000
<b>LIBRARY</b>	<b>\$195,650</b>	<b>\$99,260</b>	<b>\$122,200</b>	<b>\$87,100</b>	<b>\$119,100</b>	<b>\$623,310</b>
Doors			\$38,000			\$38,000
Elevator - Overhaul					\$85,000	\$85,000
Evaluation & Replacement Reserve Analysis	\$6,250					\$6,250
Exhaust fans	\$5,800	\$5,800	\$5,800			\$17,400
Heating/Cooling Water Pumps		\$21,400				\$21,400
Hot Water Heater		\$6,000				\$6,000
HVAC Blowers			\$8,500			\$8,500
HVAC Coil/Air Handler Unit			\$17,000			\$17,000
Library Van		\$20,000				\$20,000
MLN Computer Project	\$27,200	\$30,960	\$32,000	\$36,800	\$29,000	\$155,960
PC Vend Printing/Photocopier Project	\$5,100	\$5,100	\$5,100	\$5,100	\$5,100	\$25,500
Photocopier	\$2,800	\$2,800	\$2,800			\$8,400
Ramp and Stairs			\$13,000			\$13,000

Row Labels	2015	2016	2017	2018	2019	Grand Total
Repair Honeywell 3 way valves & controller		\$7,200				\$7,200
Repointing - 1992 Addition	\$22,500					\$22,500
RFID Project - Radio Frequency ID system	\$126,000					\$126,000
Windows- 1892 Building				\$45,200		\$45,200
<b>PLANNING</b>	<b>\$89,500</b>	<b>\$22,500</b>	<b>\$62,500</b>	<b>\$2,500</b>	<b>\$60,000</b>	<b>\$237,000</b>
BOS - Parmenter Oil Tank Removal	\$15,000					\$15,000
Broadway Plaza Phase I	\$20,000					\$20,000
Dallin Library Exterior Painting			\$20,000			\$20,000
Gateways Improvements	\$40,000					\$40,000
MGR - Gibbs oil tank removal		\$20,000				\$20,000
MGR - Gibbs School - Roof Replacement					\$60,000	\$60,000
MGR - Parmenter - Roof Replacement & Gutter Repairs			\$20,000			\$20,000
Parmenter roof repairs for slate & gutters			\$20,000			\$20,000
Photocopier/Equipment	\$2,500	\$2,500	\$2,500	\$2,500		\$10,000
Senior Center - Assessment & Develop Plans	\$12,000					\$12,000
<b>PUBLIC WORKS ADMINISTRATION</b>	<b>\$34,000</b>	<b>\$2,000</b>	<b>\$57,000</b>		<b>\$32,000</b>	<b>\$125,000</b>
Mall Lights	\$32,000		\$32,000		\$32,000	\$96,000
Photocopier	\$2,000	\$2,000				\$4,000
Roadway Consulting Services			\$25,000			\$25,000
<b>PUBLIC WORKS CEMETERY DIVISION</b>	<b>\$575,000</b>	<b>\$260,000</b>	<b>\$55,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$910,000</b>
1 Ton Truck			\$45,000			\$45,000
Backhoe	\$110,000					\$110,000
Garage Renovation/ Rehab Chapel/HVAC		\$250,000				\$250,000
Headstone Cleaning & Repair	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Roadway Improvements	\$230,000					\$230,000
Columbarium Construction	\$225,000					\$225,000
<b>PUBLIC WORKS ENGINEERING DIVISION</b>	<b>\$125,000</b>	<b>\$300,000</b>	<b>\$30,000</b>			<b>\$455,000</b>
Flood Mitigation Grant FEMA Millbrook	\$125,000	\$300,000				\$425,000
Utility Vehicle			\$30,000			\$30,000
<b>PUBLIC WORKS HIGHWAY DIVISION</b>	<b>\$2,069,250</b>	<b>\$1,771,000</b>	<b>\$1,678,525</b>	<b>\$1,909,563</b>	<b>\$1,702,877</b>	<b>\$9,131,215</b>
1 Ton Dump Truck w/Plow/Sander			\$47,000			\$47,000
1 Ton Dump Truck w/Plow/Sander (2)	\$90,000					\$90,000
1 Ton Utility w/Gate Lift			\$47,000			\$47,000
3/4 Ton Pick-up, 4wd w/Plow (2)	\$80,000			\$85,000		\$165,000
33,000 GVW Dump Truck				\$90,000		\$90,000
33,000 GVW Dump Truck w/Plow					\$92,000	\$92,000
4WD Truck w/Sander	\$140,000	\$142,000	\$144,000		\$148,000	\$574,000
Backhoe/Loader 1.5 CY		\$113,000				\$113,000

Row Labels	2015	2016	2017	2018	2019	Grand Total
Catch Basin Cleaner - Clam Shell				\$120,000		\$120,000
Chapter 90 Roadway	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Install Sidewalk Ramps	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$325,000
Install Sidewalk Ramps CDBG	\$125,000					\$125,000
Loader 3 CY Capacity				\$175,000		\$175,000
Loader 3CY Capacity	\$165,000					\$165,000
MER - Vehicle Lift	\$50,000					\$50,000
Replace Retaining Wall - Westminster Ave		\$99,000				\$99,000
Roadway Reconstruction	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Roadway Reconstruction Override 2011	\$420,250	\$430,000	\$441,525	\$452,563	\$463,877	\$2,208,215
Sander Body	\$17,000	\$17,000	\$17,000	\$17,000	\$17,000	\$85,000
Sidewalks and Curbstones	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Small equipment	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Snow Plow - (1 per 2 yr.)	\$12,000		\$12,000		\$12,000	\$36,000
<b>PUBLIC WORKS NATURAL RESOURCES DIVISION</b>	<b>\$190,000</b>	<b>\$6,000</b>	<b>\$155,000</b>	<b>\$256,000</b>	<b>\$75,000</b>	<b>\$682,000</b>
1 Ton Utility Truck w/Gate	\$45,000					\$45,000
Fork Lift			\$80,000			\$80,000
Large Ride-on Mower			\$75,000			\$75,000
Mini-Loader (Skid-Steer) w/Sidewalk Plow & Snow Blower	\$145,000					\$145,000
Small equipment		\$6,000		\$6,000		\$12,000
Tree Chipper					\$75,000	\$75,000
Work Crane - 120' Boom				\$250,000		\$250,000
<b>PUBLIC WORKS PROPERTIES DIVISION</b>	<b>\$28,000</b>	<b>\$418,000</b>	<b>\$800,000</b>	<b>\$118,000</b>	<b>\$8,100,000</b>	<b>\$9,464,000</b>
Buildings Rehab consultant Services		\$18,000		\$18,000		\$36,000
DPW Facility - Architectural/Site Improvements					\$8,000,000	\$8,000,000
DPW Facility design and improvement			\$700,000			\$700,000
DPW Yard Bldg C Replace Spanish Tile Roof		\$300,000				\$300,000
Town Hall - Renovations		\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
Van	\$28,000					\$28,000
<b>PUBLIC WORKS WATER/SEWER DIVISION</b>	<b>\$4,440,000</b>	<b>\$2,525,500</b>	<b>\$2,452,000</b>	<b>\$2,580,000</b>	<b>\$2,455,000</b>	<b>\$14,452,500</b>
3/4 Ton Pickup		\$35,000				\$35,000
Backhoe				\$125,000		\$125,000
Drainage Rehab-Regulatory Compliance (Ch-308)	\$150,000	\$150,000	\$150,000	\$200,000	\$200,000	\$850,000
FlatBed 8-ton Truck - Generator Mount		\$78,000				\$78,000
Hydrant replacement program	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Sewer System Rehabilitation	\$1,300,000	\$1,000,000	\$850,000	\$850,000	\$850,000	\$4,850,000
Small equipment	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Trailer for Generator Mount		\$7,500				\$7,500

Row Labels	2015	2016	2017	2018	2019	Grand Total
Utility Truck			\$47,000			\$47,000
Water Meter Replacement	\$2,000,000					\$2,000,000
Water System Rehabilitation	\$850,000	\$1,150,000	\$1,300,000	\$1,300,000	\$1,300,000	\$5,900,000
Small Utility Pickup	\$35,000					\$35,000
<b>RECREATION</b>	<b>\$602,500</b>	<b>\$516,000</b>	<b>\$504,000</b>	<b>\$660,000</b>	<b>\$820,700</b>	<b>\$3,103,200</b>
ADA Study Implementation Program	\$50,000					\$50,000
Bishop Playground					\$236,500	\$236,500
Feasibility Study	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Magnolia Field Basketball Court Renovation	\$75,000					\$75,000
Reservoir Beach			\$65,000	\$650,000		\$715,000
Robbins Farm		\$506,000				\$506,000
Spy Pond Tennis Courts	\$467,500					\$467,500
Wellington Playground			\$429,000			\$429,000
Poets Corner					\$574,200	\$574,200
<b>REDEVELOPMENT BOARD</b>	<b>\$350,000</b>	<b>\$275,000</b>				<b>\$625,000</b>
ARB - 23 Maple Roof/Gutter Downspout/chimney	\$40,000					\$40,000
ARB - 23 Maple St, porches, entryways		\$130,000				\$130,000
ARB - 23 Maple Street remove oil tank		\$15,000				\$15,000
ARB - Central Exterior Trim/Brick/Stone/Chimney Repairs		\$20,000				\$20,000
ARB - Central Mechanical/Electrical/Plumbing/Elevator	\$55,000					\$55,000
ARB - Central Oil Tank De-commissioning		\$15,000				\$15,000
ARB - Central Parking Lot Replacement	\$120,000					\$120,000
ARB - Central School 2nd fl, interior walls, carpet, weatherproofing		\$20,000				\$20,000
ARB - Central School baths, halls, lobby	\$15,000					\$15,000
ARB - Central School Site Improvements/walkway	\$80,000					\$80,000
ARB - Jefferson Cutter Exterior Chimney/Trim/Walls/Windows	\$10,000					\$10,000
ARB - Jefferson Cutter House - Bldg Assessment	\$10,000					\$10,000
ARB - Jefferson Cutter House - Hearth Supports	\$20,000					\$20,000
ARB - Jefferson Cutter House - Roof Replacement & Gutters		\$60,000				\$60,000
ARB - Jefferson Cutter/Gutter Downspout/chimney		\$15,000				\$15,000
<b>SCHOOLS</b>	<b>\$730,000</b>	<b>\$685,000</b>	<b>\$740,000</b>	<b>\$1,280,000</b>	<b>\$475,000</b>	<b>\$3,910,000</b>
AHS Exterior Doors	\$30,000		\$30,000		\$30,000	\$90,000
Asbestos Abatement - Remove Tiles	\$5,000	\$5,000	\$5,000	\$5,000		\$20,000
Asbestos abatement High School	\$30,000					\$30,000
Bus #102 53 passenger bus		\$95,000				\$95,000
Bus #103 77 passenger bus			\$130,000			\$130,000
Bus 105 - 8 7-D Tahoe	\$40,000					\$40,000
Bus 106 - 53 passenger				\$95,000		\$95,000

Row Labels	2015	2016	2017	2018	2019	Grand Total
Bus -77 Passenger #104		\$130,000				\$130,000
Custodial/maint. Equip. replacement program	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Dallin - Chiller					\$250,000	\$250,000
Exterior paving Brackett		\$40,000				\$40,000
Food Services Truck					\$55,000	\$55,000
Hardy School Windows	\$250,000					\$250,000
High School - HVAC steam trap replacement	\$10,000					\$10,000
Maintenance Service Van	\$40,000	\$25,000		\$40,000		\$105,000
Maintenance Truck w/plow			\$35,000			\$35,000
Ottoson - Light & Stage Equipment & Lockers	\$60,000					\$60,000
Peirce Field Replace Turf				\$500,000		\$500,000
Photocopier Lease Program	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,000
Stratton Building Improvements	\$100,000	\$250,000	\$400,000	\$500,000		\$1,250,000
Stratton Furniture & Classroom Improvements	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000
Van 110 - 8 passenger 7-D minivan	\$25,000					\$25,000
<b>TOWN MANAGER</b>	<b>\$5,000</b>	<b>\$3,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$23,000</b>
Photocopier	\$5,000	\$3,000	\$5,000	\$5,000	\$5,000	\$23,000
<b>TREASURER</b>	<b>\$69,000</b>	<b>\$31,000</b>	<b>\$5,000</b>		<b>\$6,000</b>	<b>\$111,000</b>
Office Security Analysis	\$10,000					\$10,000
Office Security Improvements		\$25,000				\$25,000
Photocopier	\$6,000	\$6,000	\$5,000		\$6,000	\$23,000
Replace 4 Digital Pymt Parking Meters	\$53,000					\$53,000
<b>VETERANS' MEMORIAL RINK ENTERPRISE FUND</b>		<b>\$1,000,000</b>				<b>\$1,000,000</b>
Rink Renovations:Zamboni/Locker Rooms Electrical/ Lighting		\$1,000,000				\$1,000,000
<b>Grand Total</b>	<b>\$17,827,405</b>	<b>\$15,333,481</b>	<b>\$8,581,425</b>	<b>\$8,375,263</b>	<b>\$14,551,277</b>	<b>\$64,668,851</b>

Row Labels	2015	2016	2017	2018	2019	Grand Total
BOND	\$10,593,105	\$10,713,581	\$4,200,900	\$4,034,300	\$10,196,700	\$39,738,586
CASH	\$1,554,300	\$1,369,400	\$1,407,525	\$1,250,963	\$1,389,577	\$6,971,765
OTHER	\$5,680,000	\$3,250,500	\$2,973,000	\$3,090,000	\$2,965,000	\$17,958,500
<b>Grand Total</b>	<b>\$17,827,405</b>	<b>\$15,333,481</b>	<b>\$8,581,425</b>	<b>\$8,375,263</b>	<b>\$14,551,277</b>	<b>\$64,668,851</b>



Sum of DebtServicePmt			YearInUse					
DEPARTMENT	EXPENDITURE	LIFE (YRS)	2015	2016	2017	2018	2019	Grand Total
COMMUNITY SAFETY - FIRE SERVICES	Exercise Equipment & Furniture - Cardio	10					\$642	\$642
	Fire Station - Central	20	\$97,156	\$496,813	\$487,097	\$477,382	\$467,666	\$2,026,114
	Ladder 1 #1009	20			\$14,854	\$75,959	\$74,474	\$165,287
	Protective Gear Replacement	10	\$642	\$5,285	\$5,156	\$5,028	\$4,899	\$21,010
	Purchase new Engine/Pump - replace #1007	15				\$9,635	\$59,271	\$68,906
	Rescue/Ambulance 2008 Ford Osage	7				\$3,533	\$38,494	\$42,027
COMMUNITY SAFETY - FIRE SERVICES Total			\$97,799	\$502,098	\$507,108	\$571,537	\$645,446	\$2,323,987
COMMUNITY SAFETY - POLICE SERVICES	C.S. Building Renovations - 5 Year plan	20	\$5,998	\$133,153	\$554,115	\$543,267	\$532,420	\$1,768,954
	Speed Trailer Replacement	7		\$241	\$2,625	\$2,556	\$2,487	\$7,908
	Tablet Personnel Computers	7		\$1,012	\$11,023	\$10,734	\$10,445	\$33,215
COMMUNITY SAFETY - POLICE SERVICES Total			\$5,998	\$134,406	\$567,764	\$556,558	\$545,352	\$1,810,077
COMPTROLLER	Replace Phone System	7	\$8,029	\$87,487	\$85,193	\$82,899	\$80,605	\$344,215
COMPTROLLER Total			\$8,029	\$87,487	\$85,193	\$82,899	\$80,605	\$344,215
HEALTH & HUMAN SERVICES	Whittemore Robbins - Basement Waterproofing	7			\$964	\$10,498	\$10,223	\$21,685
	Whittemore Robbins Carriage House & Garage	7		\$803	\$8,749	\$8,519	\$8,290	\$26,361
	Whittemore Robbins House - Kitchen	7		\$2,409	\$26,246	\$25,558	\$24,870	\$79,083
HEALTH & HUMAN SERVICES Total				\$3,212	\$35,959	\$44,576	\$43,383	\$127,129
INFORMATION TECHNOLOGY	Building Security Elements	7		\$321	\$3,821	\$6,907	\$6,724	\$17,773
	Document Management System	7		\$401	\$4,374	\$4,260	\$4,145	\$13,180
	Library MLN Equipment	5	\$310	\$4,857	\$10,195	\$15,547	\$21,644	\$52,554
	Library -PC Vend Printing/Photocopier Project	7	\$82	\$974	\$1,843	\$2,689	\$3,429	\$9,017
	Replacement of Receivable Package	10			\$3,212	\$26,424	\$25,781	\$55,417
	SCHOOL - Replacement academic PC's district wid	5	\$7,259	\$108,129	\$151,649	\$193,885	\$234,835	\$695,757
	School - Software Licensing	3	\$642	\$15,260	\$29,450	\$43,212	\$43,212	\$131,777
	School Dept. Admin Computers	5	\$642	\$9,927	\$18,955	\$27,726	\$36,240	\$93,489
	School Dept-Admin Micro Program	3	\$642	\$15,260	\$29,450	\$43,212	\$42,569	\$131,134
	Software Upgrades & Standardization - Town	3	\$482	\$11,445	\$22,088	\$32,409	\$32,409	\$98,832
	Town Network Infrastructure	7	\$3,212	\$34,995	\$34,479	\$37,534	\$36,502	\$146,721
	Town-Microcomputer Program	3	\$964	\$22,891	\$44,175	\$64,818	\$64,818	\$197,665
INFORMATION TECHNOLOGY Total			\$14,235	\$224,462	\$353,691	\$498,621	\$552,308	\$1,643,317
LIBRARY	Doors	7			\$610	\$6,649	\$6,475	\$13,734
	Elevator - Overhaul	7					\$1,365	\$1,365
	Heating/Cooling Water Pumps	7		\$344	\$3,744	\$3,646	\$3,548	\$11,282
	Hot Water Heater	7		\$96	\$1,050	\$1,022	\$995	\$3,163
	MLN Computer Project	7	\$437	\$5,257	\$10,566	\$15,975	\$21,875	\$54,109
	Ramp and Stairs	7			\$209	\$2,275	\$2,215	\$4,698
	Repointing - 1992 Addition	20	\$361	\$1,848	\$1,812	\$1,775	\$1,739	\$7,535
	RFID Project - Radio Frequency ID system	7	\$2,023	\$22,047	\$21,469	\$20,891	\$20,312	\$86,742
	Windows- 1892 Building	20				\$726	\$3,712	\$4,438
LIBRARY Total			\$2,822	\$29,591	\$39,459	\$52,959	\$62,236	\$187,067
PLANNING	BOS - Parmenter Oil Tank Removal	20	\$241	\$1,232	\$1,208	\$1,184	\$1,160	\$5,023
	Dallin Library Exterior Painting	20			\$321	\$1,642	\$1,610	\$3,574
	MGR - Gibbs oil tank removal	20		\$321	\$1,642	\$1,610	\$1,578	\$5,152
	MGR - Gibbs School - Roof Replacement	7					\$964	\$964
	Parmenter roof repairs for slate & gutters	15			\$321	\$1,976	\$1,933	\$4,230

Sum of DebtServicePmt			YearInUse					
DEPARTMENT	EXPENDITURE	LIFE (YRS)	2015	2016	2017	2018	2019	Grand Total
<b>PLANNING Total</b>			<b>\$241</b>	<b>\$1,553</b>	<b>\$3,492</b>	<b>\$6,412</b>	<b>\$7,244</b>	<b>\$18,942</b>
<b>PUBLIC WORKS CEMETERY DIVISION</b>	<b>1 Ton Truck</b>	7			\$723	\$7,874	\$7,667	\$16,264
	<b>Backhoe</b>	15	\$1,766	\$10,866	\$10,631	\$10,395	\$10,160	\$43,818
	<b>Garage Renovation/ Rehab Chapel/HVAC</b>	25		\$4,015	\$18,029	\$17,708	\$17,387	\$57,140
	<b>Roadway Improvements</b>	15	\$3,694	\$22,720	\$22,228	\$21,735	\$21,243	\$91,620
<b>PUBLIC WORKS CEMETERY DIVISION Total</b>			<b>\$5,460</b>	<b>\$37,601</b>	<b>\$51,611</b>	<b>\$57,713</b>	<b>\$56,457</b>	<b>\$208,842</b>
<b>PUBLIC WORKS ENGINEERING DIVISION</b>	<b>Flood Mitigation Grant FEMA Millbrook</b>	7	\$2,007	\$26,690	\$73,791	\$71,841	\$69,891	\$244,219
	<b>Utility Vehicle</b>	7			\$482	\$5,249	\$5,112	\$10,843
<b>PUBLIC WORKS ENGINEERING DIVISION Total</b>			<b>\$2,007</b>	<b>\$26,690</b>	<b>\$74,273</b>	<b>\$77,090</b>	<b>\$75,002</b>	<b>\$255,062</b>
<b>PUBLIC WORKS HIGHWAY DIVISION</b>	<b>1 Ton Dump Truck w/Plow/Sander</b>	7			\$755	\$8,224	\$8,008	\$16,987
	<b>1 Ton Dump Truck w/Plow/Sander (2)</b>	7	\$1,445	\$15,748	\$15,335	\$14,922	\$14,509	\$61,959
	<b>1 Ton Utility w/Gate Lift</b>	7			\$755	\$8,224	\$8,008	\$16,987
	<b>3/4 Ton Pick-up, 4wd w/Plow (2)</b>	7	\$1,285	\$13,998	\$13,631	\$14,629	\$27,770	\$71,312
	<b>33,000 GVW Dump Truck</b>	10				\$1,445	\$11,891	\$13,336
	<b>33,000 GVW Dump Truck w/Plow</b>	10					\$1,477	\$1,477
	<b>4WD Truck w/Sander</b>	7	\$2,248	\$26,777	\$51,013	\$72,603	\$73,025	\$225,666
	<b>Backhoe/Loader 1.5 CY</b>	10		\$1,815	\$14,929	\$14,566	\$14,203	\$45,514
	<b>Catch Basin Cleaner - Clam Shell</b>	7				\$1,927	\$20,997	\$22,924
	<b>Install Sidewalk Ramps</b>	20	\$1,044	\$6,381	\$11,615	\$16,744	\$21,768	\$57,552
	<b>Loader 3 CY Capacity</b>	7				\$2,810	\$30,621	\$33,431
	<b>Loader 3CY Capacity</b>	7	\$2,650	\$28,871	\$28,114	\$27,357	\$26,600	\$113,591
	<b>MER - Vehicle Lift</b>	7	\$803	\$8,749	\$8,519	\$8,290	\$8,061	\$34,421
	<b>Replace Retaining Wall - Westminster Ave</b>	7		\$1,590	\$17,323	\$16,868	\$16,414	\$52,195
	<b>Sander Body</b>	7	\$273	\$3,248	\$6,144	\$8,963	\$11,703	\$30,331
<b>PUBLIC WORKS HIGHWAY DIVISION Total</b>			<b>\$9,748</b>	<b>\$107,176</b>	<b>\$168,132</b>	<b>\$217,572</b>	<b>\$295,055</b>	<b>\$797,683</b>
<b>PUBLIC WORKS NATURAL RESOURCES DIVISION</b>	<b>1 Ton Utility Truck w/Gate</b>	10	\$723	\$5,945	\$5,801	\$5,656	\$5,512	\$23,637
	<b>Fork Lift</b>	7			\$1,285	\$13,998	\$13,631	\$28,914
	<b>Large Ride-on Mower</b>	7			\$1,204	\$13,123	\$12,779	\$27,107
	<b>Mini-Loader (Skid-Steer) w/Sidewalk Plow &amp; Snow</b>	7	\$2,329	\$25,371	\$24,706	\$24,041	\$23,375	\$99,822
	<b>Tree Chipper</b>	7					\$1,204	\$1,204
	<b>Work Crane - 120' Boom</b>	7				\$4,015	\$43,744	\$47,758
<b>PUBLIC WORKS NATURAL RESOURCES DIVISION Total</b>			<b>\$3,051</b>	<b>\$31,317</b>	<b>\$32,996</b>	<b>\$60,833</b>	<b>\$100,245</b>	<b>\$228,442</b>
<b>PUBLIC WORKS PROPERTIES DIVISION</b>	<b>DPW Facility - Architectural/Site Improvements</b>	20					\$128,471	\$128,471
	<b>DPW Facility design and improvement</b>	20			\$11,241	\$57,482	\$56,358	\$125,082
	<b>DPW Yard Bldg C Replace Spanish Tile Roof</b>	20		\$4,818	\$24,635	\$24,154	\$23,672	\$77,278
	<b>Town Hall - Renovations</b>	7		\$1,606	\$19,103	\$36,142	\$52,722	\$109,573
<b>PUBLIC WORKS PROPERTIES DIVISION Total</b>				<b>\$6,424</b>	<b>\$54,980</b>	<b>\$117,778</b>	<b>\$261,223</b>	<b>\$440,405</b>
<b>RECREATION</b>	<b>ADA Study Implementation Program</b>	7	\$803	\$8,749	\$8,519	\$8,290	\$8,061	\$34,421
	<b>Bishop Playground</b>	15					\$3,798	\$3,798
	<b>Magnolia Field Basketball Court Renovation</b>	15	\$1,204	\$7,409	\$7,248	\$7,088	\$6,927	\$29,876
	<b>Poets Corner</b>	15					\$9,221	\$9,221
	<b>Reservoir Beach</b>	15			\$1,044	\$16,859	\$70,492	\$88,395
	<b>Robbins Farm</b>	15		\$8,126	\$49,985	\$48,901	\$47,818	\$154,830
	<b>Spy Pond Tennis Courts</b>	15	\$7,508	\$46,182	\$45,181	\$44,180	\$43,179	\$186,229
	<b>Wellington Playground</b>	15			\$6,889	\$42,379	\$41,460	\$90,728

Sum of DebtServicePmt			YearInUse					
DEPARTMENT	EXPENDITURE	LIFE (YRS)	2015	2016	2017	2018	2019	Grand Total
<b>RECREATION Total</b>			<b>\$9,515</b>	<b>\$70,465</b>	<b>\$118,866</b>	<b>\$167,697</b>	<b>\$230,955</b>	<b>\$597,498</b>
<b>REDEVELOPMENT BOARD</b>	ARB - Central Parking Lot Replacement	7	\$1,927	\$20,997	\$20,446	\$19,896	\$19,345	\$82,612
	ARB - Jefferson Cutter House - Roof Replacement	7		\$964	\$10,498	\$10,223	\$9,948	\$31,633
<b>REDEVELOPMENT BOARD Total</b>			<b>\$1,927</b>	<b>\$21,961</b>	<b>\$30,945</b>	<b>\$30,119</b>	<b>\$29,293</b>	<b>\$114,245</b>
<b>SCHOOLS</b>	Bus #102 53 passenger bus	7		\$1,526	\$16,623	\$16,187	\$15,751	\$50,086
	Bus #103 77 passenger bus	7			\$2,088	\$22,747	\$22,150	\$46,985
	Bus 105 - 8 7-D Tahoe	7	\$642	\$6,999	\$6,815	\$6,632	\$6,448	\$27,537
	Bus 106 - 53 passenger	7				\$1,526	\$16,623	\$18,148
	Bus -77 Passenger #104	7		\$2,088	\$22,747	\$22,150	\$21,554	\$68,538
	Dallin - Chiller	7					\$4,015	\$4,015
	Exterior paving Brackett	7		\$642	\$6,999	\$6,815	\$6,632	\$21,089
	Food Services Truck	7					\$883	\$883
	Hardy School Windows	20	\$4,015	\$20,529	\$20,128	\$19,727	\$19,325	\$83,724
	High School - HVAC steam trap replacement	10	\$161	\$1,321	\$1,289	\$1,257	\$1,225	\$5,253
	Maintenance Service Van	7	\$642	\$7,400	\$11,190	\$11,534	\$17,592	\$48,359
	Maintenance Truck w/plow	7			\$562	\$6,124	\$5,964	\$12,650
	Peirce Field Replace Turf	7				\$8,029	\$87,487	\$95,517
	Stratton Building Improvements	15	\$1,606	\$13,893	\$40,784	\$81,154	\$120,911	\$258,349
	Van 110 - 8 passenger 7-D minivan	7	\$401	\$4,374	\$4,260	\$4,145	\$4,030	\$17,211
	Ottoson - Light & Stage Equipment & Lockers	7	\$964	\$10,498	\$10,223	\$9,948	\$9,673	\$41,306
<b>SCHOOLS Total</b>			<b>\$8,431</b>	<b>\$69,272</b>	<b>\$143,707</b>	<b>\$217,975</b>	<b>\$360,263</b>	<b>\$799,648</b>
<b>TREASURER</b>	Replace 4 Digital Pymt Parking Meters	7	\$851	\$9,274	\$9,030	\$8,787	\$8,544	\$36,487
<b>TREASURER Total</b>			<b>\$851</b>	<b>\$9,274</b>	<b>\$9,030</b>	<b>\$8,787</b>	<b>\$8,544</b>	<b>\$36,487</b>
<b>VETERANS' MEMORIAL RINK ENTERPRISE FUND</b>	Rink Renovations:Zamboni/Locker Rooms Electric	15		\$16,059	\$98,784	\$96,643	\$94,502	\$305,989
<b>VETERANS' MEMORIAL RINK ENTERPRISE FUND Total</b>				<b>\$16,059</b>	<b>\$98,784</b>	<b>\$96,643</b>	<b>\$94,502</b>	<b>\$305,989</b>
<b>Grand Total</b>			<b>\$170,114</b>	<b>\$1,379,046</b>	<b>\$2,375,991</b>	<b>\$2,865,768</b>	<b>\$3,448,115</b>	<b>\$10,239,034</b>